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A Framework for Progress



Five-year *Strategic Plan*

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The Missouri Division of Tourism's Five-year Strategic Plan

This document is a five-year framework for administering the state statutory mission of the Missouri Division of Tourism and the vision of its Commission and staff.

The powers to carry out this mission are enumerated in RSMo 620.465 and state:

- (1) To formulate a program for the promotion of tourism in Missouri, including the promotion of our state parks, fishing and hunting areas, historical shrines, vacation regions and areas of historic or scenic interest.
- (2) To cooperate with civic groups and local, state and federal departments and agencies, and agencies and departments of other states in encouraging educational tourism and developing programs therefore.
- (3) To publish tourist promotional material such as brochures and booklets.
- (4) To promote tourism in Missouri by articles and advertisements in magazines, newspapers, radio, television and travel publications and by establishing promotional exhibitions at travel shows and similar exhibitions.
- (5) To establish and maintain travel offices at major points of entry to the state.
- (6) To accept any grant funds made to it for the promotion of tourism in Missouri.
- (7) To do such other acts as shall in the judgment of the division, be necessary and proper in carrying out the purposes of sections 620.450 to 620.465.

A companion document to this plan is our annual Marketing Plan, which details the annual strategies, tactics and goals that we will use to implement our long-range plan and meet our long-range goals.

It is evident that as our industry continues to grow, it is also becoming more competitive as other states are discovering the excellent return on their investments in tourism and, in turn, are significantly increasing their budgets. We believe that an aggressive approach on our part is necessary for Missouri to continue to be a leading destination and maintain and increase our share of tourism revenue.

Of ultimate importance in reaching our goals is full funding annually by the legislature of our Division as per RSMo 620.467, which gives us the necessary resources to implement our plan to compete. It is also vital that in order to expand into other state, regional, national, international, target and niche markets, we must seek out and foster partnerships, create new programs, and continue to look at new and expand our use of existing technologies. These new mar-

kets and new programs, while generating additional revenue, will also diversify our overall program and add stability to it and our income.

Research will drive all new expansion of existing programs and markets to better target our investments and planning. Measurable objectives with defined results are a must as we are ultimately accountable to the taxpayers for our investments. Success will be achieved by adhering to sound business principles and quick adaptation to take advantage of the changing marketplace. By being on the cutting edge, we will remain a competitive and enticing destination, and attract the eye and dollar of the tourist client.

We believe that because of our geographic location, excellent attractions and destinations, and energetic and knowledgeable industry partners, the future is bright for the continued success of our industry and therefore the tourism economy and revenues of the state.

VISION, MISSION, GOALS AND PLAN

- VISION:** To lead Missouri in becoming one of America's most memorable tourist destinations.
- MISSION:** To market tourism and increase revenue each year for the state of Missouri.
- GOALS:** (1) Tax ROI up 1% each year
(2) Full funding
- PLAN:** The Strategic Plan or Framework for Progress identifies challenges we believe affect the Division and the Missouri tourism industry in today's marketplace. While not all of these challenges are within our control, we have developed strategies and tactics to address each to the best of our ability. The Strategic Plan is a year-by-year schedule of strategies and activities designed to meet our goals. By fulfilling these goals, the mission of the Division can be reached and the vision fulfilled.

Division Challenges	Year 1 (FY08) Activities	Year 2 (FY09) Activities	Year 3 (FY10) Activities	Year 4 (FY11) Activities	Year 5 (FY12) Activities
Keeping up with technology	Investigate and implement technological needs of MDT				
	Review Co-op rules				
Research and measurement of programs' and projects' value	Conduct quarterly meetings to track implementation of Strategic Plan				
	Include pre-testing in all timelines				
	Utilize research to determine and report Division performance achievements				
	Review Co-op rules				
	Seek out additional means of measuring public relations results				
Constraints of being a state agency	Investigate opportunities to collaborate with nongovernmental organizations				
Budget subject to legislative appropriation	Continue to educate the legislature and industry about pending legislation affecting tourism				
	Extend RSMo 620.467				
Threat of terrorism	Update crisis plans				
Improve transportation to and within the state	Work with groups for a direct international flight into St. Louis from the U.K.				
	Work with federal, state and local groups to enhance passenger rail service				
	Work with MoDOT to improve highway system				
Other states increasing their budgets	Continue to educate the legislature and industry about pending legislation affecting tourism				
	Monitor other states and keep staff informed				
	Extend RSMo 620.467				
Understaffed	Hire additional full-time staff members				
Need of additional staff training	Annual brainstorming with staff				
	Assign Jefferson City staff to work at Welcome Centers on short-term assignments				
	Monitor other states and keep staff informed				
	Conduct familiarization tours for MDT staff				
Mainlain industry unity and partnerships with state agencies, other states and the industry	Ask staff to attend community and tourism association meetings, as appropriate				
	Investigate additional opportunities to partner with other states and other state agencies				
	Industry visits by marketing agency should include MDT staff				
	State-wide educational seminars conducted by MDT staff		State-wide educational seminars conducted by MDT staff		State-wide educational seminars conducted by MDT staff
	Develop DREAM guidelines for partnership with DED				
	Encourage staff to represent Division on industry committees				
	Purchase new Division van for collaboration and outreach efforts				
	Review Co-op rules				
	Develop Missouri Jewels program				
Safety and security of visitors	Promote visitor awareness of safe traveling on waterways and highways				
	Update crisis plans				
Potential impairment of natural resources and the environment	Investigate additional opportunities to partner with other states and other Missouri state agencies				
Threat of pandemics	Update crisis plans				
Customer service and satisfaction of the industry by the visitors	Conduct customer satisfaction surveys				

Division Challenges	Year 1 (FY08) Activities	Year 2 (FY09) Activities	Year 3 (FY10) Activities	Year 4 (FY11) Activities	Year 5 (FY12) Activities
Customer service and satisfaction of the industry with the Division	Conduct customer satisfaction surveys				
	Update Resource Guide outlining MDT services and programs on the MDT Web site				
	Review Co-op rules				
	Expand Web access of research information				
	Develop new outreach/education program for Co-op				
	Develop special projects criteria				

Program Challenges	Year 1 (FY08) Activities	Year 2 (FY09) Activities	Year 3 (FY10) Activities	Year 4 (FY11) Activities	Year 5 (FY12) Activities
Lack of clear direction on African-American and Hispanic marketing	Explore new geographic and demographic markets, language and infrastructure needs				
Small communities' inability to approach the group market	Conduct one-to-two travel-trade (tour operator) evaluation and training missions to Missouri				
Protect Division budget from funding requests that do not support its mission	Continue to educate the legislature and industry about pending legislation affecting tourism				
Language barriers	Explore new geographic and demographic markets, language and infrastructure needs				
Compellion for attracting top-notch travel writers	Domestic and international press trips: Start earlier to attract the best qualified travel writers				
	Conduct one-to-two media missions (domestic and international)				
	Target travel writers with periodic greetings, reminders and imagination-catching premiums				
	Increase memberships in associations and number of travel-media trade shows that staff attend				
	Review Co-op rules				
Breaking through public relations and advertising overload	Target international markets with sales mission				
	Investigate and implement uses of new media to market Missouri				
	Select new targeted markets/programs for implementation based upon research				
	Review Co-op rules				
	Explore new geographic and demographic markets, language and infrastructure needs				
	Implement marketing strategy for capitalizing on new Jesse James movie				
	Investigate and implement uses of collateral materials				
	Investigate additional trade and consumer shows				
	Develop video for Welcome Centers and Division office				
		Implement one new marketing program or area each year			
Update and maintain modern Welcome Centers	Open new Joplin and Bethany Welcome Centers				
	Begin planning for refurbishing Welcome Centers	Begin study on new Jefferson City Welcome Center/Division head-quarters			
		Rebuild and relocate existing Welcome Centers in Caruthersville, Hannibal, Rock Port and St. Louis (3)			

Contract Schedule	Year 1 (FY08) Activities	Year 2 (FY09) Activities	Year 3 (FY10) Activities	Year 4 (FY11) Activities	Year 5 (FY12) Activities
Contract management and evaluation	Re-bid International Marketing manager contract and Group Tour Marketing manager contract	Re-bid Vacation Planner contract	Re-bid research contracts	Re-bid ad agency contracts	Re-bid U.K. marketing firm contracts
	Renew annual single-source contracts				